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MINUTES OF STAFF MEETING  
ADMINISTRATIVE STAFF CHIEFS

8 June 1953

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1. Colonel White stated that requests from offices for extending individual consultant appointments into the next fiscal year should be made only after the most careful consideration by the requesting office. The Director has asked that the need for consultant services be closely examined in each case in order to bring about a drastic reduction in this category. Colonel White asked that DD/A offices adhere to this policy in connection with the current survey of consultants whose names will be proposed to the Director for retention during the 1954 fiscal year.

2. Recent difficulties experienced by an Agency employee which were of a personal rather than an official character were cited by Colonel White to illustrate the responsibility of all officials in the supervisory chain to lend assistance to employees in overcoming such problems. Effective supervisor-employee relationships require supervisory officials to be alert to the existence of employee problems of a personal nature or situations which indirectly impinge on employees' assignments in the Agency. Wherever possible, the human relations aspect of supervision calls for the supervisor to interest himself in such employee problems, and when appropriate, to give advice and guidance or other positive assistance.

3. Colonel White referred to some laxness which has developed in observing the rule that non-routine correspondence to other Government agencies should be prepared for the signature of the Deputy Director (Administration). He requested that letters or memoranda addressed to Government departments on subjects of administrative policy and procedure, other than items which are generally exchanged at the action or working level, be routed to the Deputy Director (Administration) for signature.

4. Colonel White referred to statistics on personnel overtime recently developed by the Budget Office. These data showed that some DD/A offices were far in excess of the Agency average of overtime performed. While it could be understood that the particular work carried on in some of these offices accounted for the higher figures, Colonel White remarked that there was an apparent need to raise the question of whether a drastic reduction might not be realized. In this connection he said he wanted to make certain that no office was employing a fixed percentage figure of personnel to be kept on duty merely to meet the requirement that skeleton forces be on duty on non-work days. The minimum requirement set by DD/A is to have a responsible official on hand at each office during Saturdays until one o'clock unless special conditions dictate a longer stay. This person must be able to respond effectively in the event a call for assistance is made upon the office from an appropriate source.

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5. Colonel White expressed the hope that proper administrative plans would be developed by the beginning of the next fiscal year for each of the older Agency projects for which no such plans had been previously issued.

6. The concept underlying issuance of Confidential Funds Regulation 10.12 was reviewed for the purpose of clarifying some misunderstanding which exists throughout the Agency with respect to the basis upon which expenditure of unvouchered funds can be approved. Colonel White recalled that CFR 10.12 was drawn up in recognition of the fact that all categories of conditions requiring use of confidential funds could not be fully anticipated and included in the regulations. Accordingly CFR 10.12 was intended to provide a means for authorizing expenditure of confidential funds to meet unforeseen circumstances arising out of the special requirements which result from the mission of the Central Intelligence Agency. It was never intended to provide authority for expenditures, otherwise unauthorized, for purposes or objects which are not essential to, or do not result from, the special performance of functions for which the Central Intelligence Agency is responsible. Expenditures of confidential funds to provide relief in cases of personal hardship which do not stem from conditions created by the unique operating requirements of the Agency are clearly precluded. CFR 10.12 does not provide a means for circumventing the intent of Congress that expenses are authorized for purposes only to the extent consistent with law. Cases which fall in the compassionate or humanitarian category cannot for these reasons alone be regarded as coming within the authority of the Deputy Director (Administration) to approve expenditure.

7. Colonel White discussed the need for each office within the DD/A area to observe and respect the professional integrity of the other offices under DD/A. This requires office heads to make sure that personnel under their direction do not suggest or comment to operating offices that they are not in sympathy with policies, methods or specific decisions emanating from other DD/A offices. To criticize another administrative office will destroy essential teamwork and create friction and poor morale. Areas of disagreement should be freely discussed between the offices themselves and with the Deputy Director (Administration) if no agreement can be reached otherwise. The advertisement of such disagreements outside the DD/A organization cannot be condoned.

8. Colonel White said that the objective of obtaining completed staff work on the part of DD/A offices was still far short of accomplishment. Staff studies frequently fail to present a clear-cut recommendation for action. Often such studies reflect confusion between fact and conjecture, findings not supported by analysis of the facts or discussion, as well as errors of grammar, typography and poor format.

9. In response to an inquiry made by Colonel Edwards, the Personnel Office was asked to look into the feasibility of employing dependents of Agency employees on a seasonal or part-time basis, particularly young people who are at home from school during the summer months. Because the clerical shortage is presently so acute it was Colonel White's feeling that the possibilities of employing persons in this category should be carefully explored.

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